

Continuity of Operations (COOP) Plan

Department of Mental Retardation

500 Harrison Avenue

Boston, MA 02118

EOHHS

FOREWORD

Government departments and agencies have an ethical responsibility to protect the safety of their consumers and employees. They also have a legal obligation to operate in a prudent and efficient manner, even during an impending threat or following a disaster.

This Continuity Of Operations Plan (COOP) provides guidance for the Department of Mental Retardation (DMR) to perform its essential functions during a disaster as well as for its reconstitution when the crisis has ended.

Recommended changes to this document may be addressed, at any time, to the Office of the Commissioner, DMR, 500 Harrison Avenue, Boston MA.

Elin M. Howe
Commissioner

Confidentiality and Privacy Statement

The disclosure of information in this plan could compromise the security of essential equipment, services, and systems of the Department of Mental Retardation or otherwise impact DMR's ability to carry out essential emergency responsibilities. Distribution of this COOP Plan in its entirety is limited to those entities that need to know the information in order to successfully activate and implement the plan.

Portions of this plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act. See 5 U.S.C. §552, 41 C.F.R. Part 105-60.

Any decision to disclose information in this plan outside the Executive Office of Health and Human Services (EOHHS) or to withhold information in this plan from a non-EOHHS requester must be coordinated with the EOHHS.

RECORD OF CHANGES

Change No.	Copy No.	Date Entered	Posted By
Initial	1	June 7, 2006	M. Fridovich
One		August, 2006	D. Enochs
Two		July, 2007	D. Enochs

Distribution

Distribution of paper or electronic copies of the entire DMR Continuity of Operations Plan will be restricted to individuals with COOP responsibilities and a need to know. A limited version of the COOP may be distributed through paper or electronic copies to other associated individuals to inform them of the department's plans to continue operations in the event of an emergency. A limited version of the COOP is posted on the DMR website. The COOP is considered an official department document containing sensitive information. It should be used for official purposes only.

Primary Distribution List

- DMR Executive Staff
- Department Heads
- Regional Directors
- Facility Directors
- Area Directors
- State Operated Program Directors
- All Designated Emergency Essential Personnel

Secondary Distribution List

- Successors, backup of Regional Offices, Area Offices, Facilities
- Key staff at offices and associated state government entities

Executive Summary

Massachusetts has a comprehensive system of specialized services and supports to individuals with mental retardation and developmental disabilities, and the Department of Mental Retardation manages and oversees this service system. Services and supports include day supports, employment supports, residential supports, family supports, respite, and transportation. DMR provides these services through facilities and community-based state operated programs and by contracting with 235 provider agencies. Many of DMR's operations are essential to the well-being of its consumers and must be performed, or rapidly, prudently, and efficiently resumed, even in the circumstance of an impending or existing threat or emergency. While the impact of an emergency can not be predicted, planning for an emergency can mitigate the impact of the emergency on the individuals supported by DMR and on its staff.

DMR operations are primarily managed locally through 23 area offices and six facilities. The 23 area offices each report to one of four regional offices located throughout the state. The DMR Central Office oversees all DMR functions and operations throughout the state and establishes statewide policies and procedures. In the event of an impending or existing threat or emergency, the Governor's Office will instruct the DMR Central Office to activate the DMR Continuity Of Operations Plan. The Commissioner will notify the DMR Senior COOP Official, who will then notify DMR field offices of the COOP activation; will notify the Central Office COOP Team of the COOP activation; and will direct the DMR Emergency Response Group (ERG) to relocate to a designated Emergency Response Site (ERS). The DMR ERG will work in conjunction with other ERGs from other state government agencies to manage the statewide emergency in cooperation with local, state, and federal disaster management efforts.

The DMR Central Office COOP, the DMR Regional COOPs, the DMR Facility COOPs, and the DMR State-Operated Program COOPs will be important resources for ensuring that the agency continues to provide essential services to its consumers subject to limitations on resources including materials, equipment and human resources. These plans outline a comprehensive approach to ensure the continuity of essential services during an emergency and guide the restoration of full functions until normal operations can be resumed.

TABLE OF CONTENTS

FOREWORD	i
CONFIDENTIALITY AND PRIVACY STATEMENT.....	ii
RECORD OF CHANGES.....	iii
DISTRIBUTION.....	iv
EXECUTIVE SUMMARY.....	v
TABLE OF CONTENTS.....	vi
I. Introduction	1
II. Purpose.....	2
III. Applicability and Scope	2
IV. Essential Functions	3
V. Authorities and References	4
VI. Concept of Operations	4
A. Phase I: Activation and Relocation.....	5
1. Decision Process	5
2. Alert, Notification, and Implementation Process.....	5
3. Leadership.....	6
B. Phase II: Alternate Facility Operations	8
1. Mission Critical Systems	8
2. Vital Files, Records, and Databases.....	8
C. Phase III: Reconstitution and Termination.....	9
VII. COOP Planning Responsibilities	11
A. Department of Mental Retardation Commissioner	10
B. Senior COOP Official.....	10
C. ERS Support Official	11
D. Division Director.....	11
E. Department of Mental Retardation Central Office Staff.....	12
F. Department of Mental Retardation Central Office Field Staff.....	12
VIII. Logistics.....	12
A. Alternate Location	12
B. Interoperable Communications	13

IX. Test, Training, and Exercise.....	14
X. Multi-Year Strategy and Program Management.....	14

I. INTRODUCTION

This is the COOP for the Commonwealth of Massachusetts Department of Mental Retardation. DMR provides specialized services and supports to approximately 32,000 adults with mental retardation and children with developmental disabilities. DMR provides these supports directly or through contracts with private providers, families, and others.

This DMR COOP presents a management framework to be established in the event of an impending threat or following a disaster. It establishes operational procedures to sustain essential functions and guides the restoration of full functions if normal operations in one or more of DMR's locations are not feasible.

This COOP provides policy, guidance and operational plans for the Department of Mental Retardation Central Office and personnel at 500 Harrison Ave, Boston, MA, to ensure the execution of essential functions and operations in the event of an emergency or threat of an emergency. In addition, this COOP coordinates and integrates the COOPs for the DMR Central/West Region, Northeast Region, Southeast Region, and Metro Region. A listing of these sites, their locations and primary contact information is listed in Appendix E. Their specific COOPs follow as separate chapters.

Each COOP provides guidance for and facilitates the preparation of site or activity specific plans and procedures that help ensure the safety of individuals served by the Department of Mental Retardation and agency personnel assigned to that site to continue essential operations in the event of an emergency or threat of an emergency. The planning guidance and plans to be developed with it do not address day-to-day operations. The COOP environment is an emergency response environment. As an extension of their other duties, the DMR Central Office COOP planning team will ensure that all personnel are aware of their COOP responsibilities. A listing of the members of the Central Office COOP planning team can be found in Appendix F.

This plan was prepared in accordance with Department of Homeland Security (DHS) Headquarters Continuity of Operations (COOP) Guidance Document, dated April 2004, which provides a structure for formulating a COOP; Presidential Decision Directive-67, "Ensuring Constitutional Government and Continuity of Government Operations," which requires all Federal departments and agencies to have a viable COOP capability; and Commonwealth of Massachusetts Executive Order No. 144, which requires all Commonwealth agencies to prepare for emergencies and disasters and to provide emergency liaisons to Massachusetts Emergency Management Department of Mental Retardation for coordinating resources, training, and operations.

II. PURPOSE

The purpose of this plan is to ensure the execution of the agency essential functions during any crisis; to provide for the safety and well being of the individuals served by this agency and agency staff; to assure capability exists to continue core services, business functions and activities; and to achieve an orderly recovery from emergency situations across a wide range of potential emergencies or threats, including acts of nature, pandemic, accidents, technological and attack-related emergencies. Specific objectives of this plan include:

- Protecting the safety and well-being of individuals served by the department;
- Protecting the safety and productivity of working staff;
- Ensuring the continuous performance of essential functions during an emergency;
- Protecting essential facilities, equipment, records, and other assets;
- Addressing behavioral health issues that may affect the organization;
- Pre-planning for potentially critical losses of staff through scheduling, identification of alternate resources, and temporary business reduction efforts;
- Providing organizational and operational stability;
- Facilitating decision-making during an emergency;
- Achieving a timely and orderly recovery from an emergency and resuming full service to consumers and families; and
- Mitigating risks.

III. APPLICABILITY AND SCOPE

This COOP applies to all levels of management and addresses all functions and activities relating to emergency operations and COOP functions to ensure continuity of essential functions. As used in this COOP, preparedness functions and activities include plans, procedures and readiness measures, including mitigation strategies that enhance the Department of Mental Retardation's ability to respond to, function under, and recover from a designated emergency.

This COOP is based on the following assumptions:

- Emergencies or threatened emergencies may adversely affect DMR's ability to continue to support essential internal operations and to provide support to consumers and external agencies and partners.
- Personnel and other resources from DMR, other agencies, and providers will be made available if required for essential operations.
- Emergencies and threatened emergencies differ in order of priority.
- Many emergencies and threatened emergencies will affect the general public. DMR and its provider agencies will work within the framework and under the direction of federal, state, and community emergency preparedness and response organizations.
- Plans to continue operations will need to be flexible to address the effects of the emergency on the organization's operations.

- Some hazards or events may cause serious reductions in the availability of staff available for work and/or their capacity to operate efficiently.
- Some hazards or emergencies by virtue of their nature such as a pandemic or due to the need to relocate individuals will affect the health of consumers, many of whom are fragile and susceptible.

Environmental events could necessitate evacuation and other precautions. In such cases, a staff contingency plan must be developed in advance to protect consumers and staff and address critical functions throughout the organization. Staff contingency plans are included in the appendix of each COOP.

IV. ESSENTIAL FUNCTIONS

The Department of Mental Retardation shall ensure essential function continuity or resumption as rapidly and efficiently as possible in the event of a staff reduction. The following represent the highest priority DMR functions that must be maintained in the event of a disaster:

- a) Assure that consumers receiving day or residential services (i.e. 24 hour support, individual support, shared living/specialized home care, in state-operated facilities, provider and state operated community residences) have adequate food, shelter and staff supervision.
- b) Assure that individuals receiving day or residential services receive the medical care and supports necessary to maintain their health and safety.
- c) Provide support and relief for staff with all possible protections taken to prevent illness.
- d) Maintain sufficient administrative functions to adequately deploy staff and manage payroll, purchasing and contract reimbursement activities.
- e) Maintain an effective and ongoing system of communication to provide support and/or information to staff, consumers, family members and relevant human service agencies.
- f) Assure that staff are fully trained in accessing all potentially required local supports, including local crisis plans, and that these supports should include assistance from neighbors.
- g) Continue other priority functions that may assist in the above essential functions to the extent possible such as:
 - 1) Transportation Services
 - 2) Scheduling and Maintenance of Medical Appointments
 - 3) Supplies and Provisions

- 4) General Administrative Support Functions
- 5) Staff Recruitment
- 6) Family Support to Staff
- 7) Volunteer Coordination (functioning as staff substitutes in an emergency)
- 8) Training and Orientation of New Staff and/or Volunteers
- 9) Essential Clinical Services (individual and site specific)
- 10) MIS Services
- 11) Records Maintenance
- 12) Billing and Payroll Services
- 13) Special Dietary Considerations (individual and site specific)
- 14) Psychology and Behavioral Supports (if needed)

Essential functions for the DMR Central Office are noted in Appendix G of this document. Site specific and organizational unit essential functions for the accompanying COOPs can also be located in Appendices in those COOPs.

V. AUTHORITIES AND REFERENCES

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed in Appendix A.

VI. CONCEPT OF OPERATIONS

A COOP must be maintained at a high level of preparedness and be ready for implementation without significant prior warning. It should be implemented fully no later than 12 hours after activation and provide guidance to sustain operations for up to 30 days. The broad objective of this COOP is to provide for the safety and well-being of Department of Mental Retardation employees and consumers. In addition, this plan will facilitate the execution of the Department of Mental Retardation Central Office's essential functions during any crisis or emergency in which one or more Department of Mental Retardation locations are threatened or not accessible. Specific Department of Mental Retardation COOP objectives include the following:

- Enable staff to perform essential functions to prepare for and respond to the full spectrum of possible threats or emergencies including terrorism, technological catastrophes, natural or manmade disasters, and other crises.
- Identify key principals and supporting staff who will relocate.
- Ensure that the Emergency Relocation Site (ERS) can support the Emergency Relocation Group (ERG) operations.
- Protect and maintain vital records and critical systems.

An emergency, such as an explosion, fire, or hazardous materials incident, may require the evacuation of one or more Department of Mental Retardation locations with little or no advance notice. Building evacuation, if required, is accomplished via implementation of Occupant Emergency Plans for each location. *This COOP is not an evacuation plan.* Rather, it provides for a deliberate and preplanned movement of selected principals and supporting staff to the ERS.

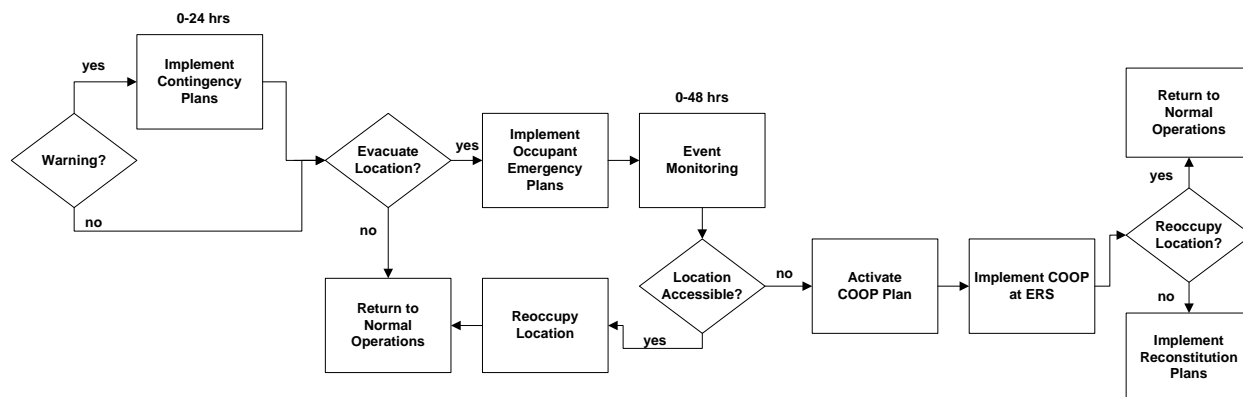
Following an incident so severe that one or more Department of Mental Retardation locations are rendered unusable, or if such an event appears imminent, the Department of Mental Retardation Commissioner instructs the Senior COOP Official to activate the Department of Mental Retardation COOP. The Senior COOP Official deploys the appropriate members of the ERG.

A. PHASE I: ACTIVATION AND RELOCATION

The extent to which orderly alert and notification is possible depends on the amount of warning received, the nature of the crisis, whether personnel are on duty at Department of Mental Retardation locations or off duty at home or elsewhere, and, possibly, the extent of risk for Department of Mental Retardation personnel or locations.

1. Decision Process

Execution of this COOP focuses on continuing the Department of Mental Retardation's essential functions via the relocation of select personnel, ERS operations, and critical systems recovery. This COOP plan may be executed in several phases that are delimited by the time from warning dissemination and the activities being performed. Depicted below is the Department of Mental



Retardation's decision process.

Any disaster, whether natural, manmade, or technological, that adversely affects the Department of Mental Retardation's ability to perform essential functions, requires activation of this plan.

2. Alert, Notification, and Implementation Process

Department of Mental Retardation staff will be contacted with alert and notification information using the following contact lists.

- Department of Mental Retardation Specific Contact List: See Appendix H
- Department of Mental Retardation Emergency Telephone Directory: See Appendix E
- Local Officials Contact Directory (if applicable): See Regional Plans

Note: Information and guidance for Department of Mental Retardation staff is normally relayed by network messages, e-mail, or phone using existing emergency

calling plans. All members of the Emergency Relocation Group (ERG) will be notified initially by phone; however, other Department of Mental Retardation staff members will be notified via network alerts and/or public address announcements, as appropriate. Depending on the situation, current information may also be available via announcements released to and made by local radio and TV stations.

Employees should listen for specific instructions and specifically for the words “Emergency Personnel.” All Department of Mental Retardation employees should remain either at their offices or at home until specific guidance is received.

3. Leadership

a. Orders of Succession

In order to ensure a rapid and efficient response to an emergency situation requiring implementation of the DMR Central Office Continuity of Operations Plan in the event that the Commissioner, who will act as the incident commander for all hazards, is unable to carry out her duties, orders of succession have been developed. These orders can be found in Appendix B of this document.

b. Direction and Control

Command Model

This plan outlines the organizational structures and procedures to be followed by DMR Central Office staff during a declared emergency that is outside the normal operational conditions of the agency. It incorporates the nationally recognized structure of the **Incident Command System (ICS)** in its design; specifically the Area Command model will be used to direct the implementation of COOP activities and planning. This allows for the use of common terminology and command structure and allows for ease of communication and operation with outside responders. A description of ICS used in this COOP can be found at www.fema.gov/emergency/nims/index.shtm.

The Central Incident Command System Team

The DMR Central Incident Command Team is a team of staff members who have diverse backgrounds and fields of expertise. Upon notification of an event that would require the team to activate, the team will report as instructed and active the ICS as appropriate for the situation. The notification process is outlined in Appendix J.

The DMR Commissioner or her designated successor will order activation of the COOP Plan.

Operating Hours

During COOP contingencies, the Commissioner, her successor or her designee will determine the hours of work for personnel. However, it is expected that the working hours of most staff will be similar to normal non-emergency periods.

Responsibilities

- a) Elin M. Howe, Commissioner for the Department of Mental Retardation is responsible for the development, coordination and integration of viable and executable contingency plans for the DMR Central Office.
- b) Each Regional Office will develop and maintain a current and consistent COOP that identifies its essential functions, the staff to support those plans, and plans and procedures for operations at alternate sites. These Regional COOPs are incorporated into this DMR Central Office COOP.
- c) Each Area Office, State-Operated Program, and Facility will develop and maintain a current and consistent COOP that identifies its essential functions, the staff to support those plans, and plans and procedures for operations at alternate sites. These COOPs will be incorporated into each Regional Office COOP. Facility COOPs will be incorporated into the COOPs of the Regions in which they are geographically located.
- d) The Regional and Area Offices will work with non profit provider agencies to coordinate and integrate their COOP plans with the DMR Regional COOPs to ensure that all plans are consistent with local and state emergency preparation plans.

Delegation of Authority

Delegation of Authority under this COOP creates continuity in the flow of authority from the Agency Head cascading to successors. Official delegations of authority are contained in Appendix C.

B. PHASE II: ALTERNATE FACILITY OPERATIONS

Alternate Facility Operations

Alternative facilities (i.e., ERSs) must be capable of supporting operations in a threat-free environment in the event that essential functions and supporting staff are relocated to the site. A relocation site must have sufficient space and equipment to sustain operations for a period of up to 30 days. An ERS must also have the appropriate physical security and access controls.

The Senior COOP Official, or designated alternate, conducts semiannual reviews of the space allocations with each ERS Support Official to ensure the adequacy of space and other resources.

1. Mission Critical Systems

In general, the telecommunication and information system support provided at Department of Mental Retardation locations is available independently at the ERS. It is imperative that the Senior COOP Official ensures that unique or critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support organizations at the ERS. Department of Mental Retardation offices shall maintain all necessary and up-to-date files, computer software, and databases required to carry out essential functions.

System Name	Current Location	Other Locations
MMARS	DMR	ITD VPN
IMPACT	DMR	TBD
Email	DMR	VPN
DMRIS	DMR	ITD

2. Vital Files, Records, and Databases

One COOP Plan responsibilities is to comply with the U.S. National Archives and Records Administration Code of Regulations, Subchapter B – Records Management, to ensure the protection and continuous availability of vital records. Vital records are documents, references, and records, regardless of media type, that are needed to support essential functions under the full spectrum of emergencies and disasters.

All vital records must be protected from damage or destruction. Department of Mental Retardation vital records are stored in a properly equipped, environmentally controlled facility that is secure but also accessible when needed for records retrieval. The Senior COOP Official is to make certain that databases and other references supporting the essential functions of the Department of Mental Retardation are prepositioned at each ERS, carried with deploying personnel, or available through a backup process.

Over time, vital records become outdated and require updating through a process called cycling. Inclusion of cycling procedures in the Vital Records Management Program ensures that vital records are current and accurate when needed.

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
IMPACT	ELECTRONIC	N.A.		TBD
MMARS	ELECTRONIC	N.A.		TBD
DMRIS MEDITECH	ELECTRONIC	N.A.		ITD ?
HCSIS	ELECTRONIC	N.A.		ITD?
CLIENT FILES	HARDCOPY	N.A.	YES	
POLICY MANUALS	HARDCOPY	N.A.	YES	

Transition of Responsibilities to Re-deployed Staff

Transition of responsibilities will occur throughout the course of the emergency. Re-deployment of personnel should be evaluated on a regular basis to ensure continuity of critical operations.

C. PHASE III: RECONSTITUTION AND TERMINATION

Reconstitution

Within hours of relocating to the ERS, the Senior COOP Official, with the approval of Federal, Commonwealth, and local law enforcement and emergency services, initiates operations to salvage, restore, and recover the Department of Mental Retardation location(s). These reconstitution efforts generally begin when the Department of Mental Retardation Commissioner, or other authorized person, ascertains, in coordination with Federal, Commonwealth, and local authorities that the emergency situation has ended and is unlikely to recur. However, once the appropriate Department of Mental Retardation official determines that the emergency has ended, immediate reconstitution may not be practical. Depending on the situation, one of the following options should be considered for implementation:

- Continue to operate from the ERS.
- Begin an orderly return to Department of Mental Retardation locations and reconstitute from remaining Department of Mental Retardation offices or other resources
- Begin to establish a reconstituted Department of Mental Retardation in some other facility.

Termination

When sufficient functions have been restored at the original work site and/or other occupied space or a reconstituted facility(s), the Commissioner or her designated successor can order the termination of COOP operations.

II. COOP PLANNING RESPONSIBILITIES (CENTRAL OFFICE STAFF WHO WILL ACT IN THESE CAPACITIES SHOULD BE IDENTIFIED.)

A. DEPARTMENT OF MENTAL RETARDATION COMMISSIONER

- Provides overall policy direction, guidance, and objectives for COOP planning.
- Provides policy direction, guidance, and objectives during an incident for the implementation of the COOP.
- Consults with and advises appropriate officials during implementation of the COOP.
- Serves as the principal Department of Mental Retardation representative to external parties and groups during implementation of the COOP.

B. SENIOR COOP OFFICIAL – ASSISTANT COMMISSIONER OF FACILITIES MANAGEMENT

- Serves as the Department of Mental Retardation COOP program point of contact.
- Coordinates implementation of the COOP and initiates appropriate notifications inside and outside the Department of Mental Retardation during COOP Plan implementation.

- Coordinates the COOP Training, Testing, and Exercising Program.
- Aids ERG efforts at the ERS.
- Initiates recovery of Department of Mental Retardation, as part of reconstitution.

**C. ERS SUPPORT OFFICIALS – GREATER BOSTON AREA DIRECTOR
AND NORTHEAST REGIONAL DIRECTOR**

- Prepares site support plans to support the implementation of the COOP to facilitate the smooth transition of direction and operations from the Department of Mental Retardation location(s) to the ERS.
- Provides for the proper storage of backup copies of vital records and other pre-positioned items.
- Designates personnel responsible to assist the arriving ERG Advance Team.
- Maintains a current roster of designated site support staff.
- Supports periodic coordination visits by Department of Mental Retardation offices.
- Keeps the Senior COOP Official informed of site vulnerabilities or changes in site resources that may impact the effective implementation of the COOP Plan.
- Requests an annual security risk assessment of the ERS by security staff to assist in ensuring COOP relocation site readiness.
- Coordinates appropriate billeting arrangements with the ERS, if appropriate, for employees who will not commute and need to remain overnight near the ERS.
- Conducts periodic coordination visits to the ERS.
- Participates in scheduled tests, training, and exercises.

**D. ERS Support Officials – GREATER BOSTON AREA DIRECTOR
and NORTHEAST REGIONAL DIRECTOR**

- Appoints a COOP point of contact for coordination and implementation of the COOP.
- Keeps the Senior COOP Official informed of any changes in the designation of the office COOP point of contact.
- Identifies essential functions to be performed when any element of the Department of Mental Retardation is relocated as part of the COOP Plan.
- Identifies those functions that can be deferred or temporarily terminated in the event the COOP Plan is implemented.
- Maintains a current roster of office personnel designated as ERG members.
- Maintains current personnel emergency notification and relocation rosters.
- Prepares backup copies or updates of vital records.
- Ensures that the time and attendance function is represented on the ERG.
- Designates personnel to assist security officials in securing office equipment and files at Department of Mental Retardation locations when implementing the COOP Plan.
- Conducts periodic tests of the office telephone notification cascade(s).

**E. DEPARTMENT OF MENTAL RETARDATION CENTRAL
OFFICE STAFF – ASSISTANT COMMISSIONERS AND THE
CHIEF FINANCIAL OFFICER**

- Review and understand the procedures for emergency evacuation of Department of Mental Retardation locations in the Occupant Emergency Plan.
- Review and understand responsibilities related to COOP support functions and performance of Department of Mental Retardation essential functions at a relocation site.
- Report to work to perform essential functions as detailed in this COOP or as requested.
- Provide current contact information to supervisors.

**F. DEPARTMENT OF MENTAL RETARDATION CENTRAL
OFFICE STAFF**

- Review and understand the procedures for emergency evacuation of Department of Mental Retardation locations in the Occupant Emergency Plan.
- Review and understand responsibilities related to COOP support functions and performance of Department of Mental Retardation essential functions at a relocation site.
- Report to work to perform essential functions as detailed in the COOP for the site to which they are geographically assigned or as requested.
- Provide current contact information to supervisors.

VIII. LOGISTICS

A) ALTERNATE LOCATION

The Department of Mental Retardation has designated one ERS to support the ERG following an event that disables the infrastructure supporting Department of Mental Retardation activities that occur at Central Office and/or field offices. The ERS should be used when the Central Office building is closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each ERG responsible for performing essential functions.

Emergency Relocation Sites	
Address	<p>Site 1: Greater Boston Area Office 65 Sprague Street, Hyde park, MA 02136</p> <p>Site 2: NE Regional Office 450 Maple Street Danvers, MA 01923</p>
Site Support Official	<p>1: Kathleen Catano, AD</p> <p>2: Mandy Chalmers, NE RD</p>
Phone Number	<p>1: 617-360-2400</p> <p>2: (978) 774-5000</p>
Email Address	<p>1:Kathleen.A.Catano@state.ma.us</p> <p>2: Mandy.Chalmers@state.ma.us</p>

In a worst case scenario, each of the sites may be utilized. A determination of which site will serve as primary headquarters will be made dependent upon the nature of the emergency, which functions have been disrupted, and which functions are considered top priority. It is anticipated that approximately 50 % of the executive staff and their units will relocate to Site 1 and 50 % will relocate to site 2.

B) INTEROPERABLE COMMUNICATIONS

Communication systems including cell phones, email, pagers and similar mechanisms should be evaluated for interoperability and flexible exchange of use across the agency where feasible. Cell phone numbers, email addresses, and other information should be readily available to all staff that may be re-deployed, and contact information outside the agency necessary to core operations also made available where feasible for internal use and continuity of operations.

IX. TESTS, TRAINING, AND EXERCISES

MIS and Central Office staff will develop a plan for the periodic testing of relevant systems. This plan will include, at minimum, a test of server backup procedures, including recovery from back up, a test of communications protocol and alternative communication systems and utilization of critically systems at one alternative worksite.

These plans will be submitted to the Executive Staff for approval, and the results of the testing will be reported, in written form, to the Executive

Staff Development will prepare a training plan. The training plan will consist of two sections: First, all staff with COOP specific roles will be trained in the roles and responsibilities in the plan. Second, there will be a written plan to orient staff who may be asked to assume roles not typically performed (Managerial staff assuming direct care responsibilities) by them. This plan will be submitted to the Executive Staff and, if approved, implemented by Staff Development and others.

The Official within DMR responsible for COOP development will propose a plan of exercises to the Executive. This plan of exercises will be implemented, once approved, with exercise results shared in a written report, with the Executive Staff

X. MULTI-YEAR STRATEGY AND PROGRAM MANAGEMENT

Multi-year Strategy

The Official within DMR responsible for COOP development at Central Office, working with other Regional and Facility Offices will propose a multiyear plan to enhance and refine COOP and emergency readiness. This plan will be presented to the Executive Staff and will include both short term and long term objectives. The proposal will include DMR COOP needs, individual staff and unit roles, and timelines. It will take into account or propose an allocation to address needs and will be based upon objective information from testing, training, exercises and implementation of plan elements.

COOP Plan Maintenance

Central Office and each Region or Facility has an official responsible for COOP plan development. In Central Office, this Official is the Commissioner. The plan is communicated amongst the Central Office, Area Offices, Facilities, and State-Operated Programs on an annual basis. A specific meeting of DMR COOP planning officials will occur annually. The Central Office Senior COOP Official arranges for the semiannual updating of lists (phone numbers, emails), and arranges for this updated information to be sent to individual staff with a specific role in the COOP.

To maintain viable COOP capabilities, the Agency/Organization is continually engaged in a process to designate essential functions and resources, define short- and long-term COOP goals and objectives, forecast budgetary requirements, anticipate and address issues and potential obstacles, and establish planning milestones. Following is a list of standardized list of activities necessary to monitor the dynamic elements of the Agency/Organization COOP Plan and the frequency of their occurrence.

Activity	Tasks	Frequency
Plan update and certification	<ul style="list-style-type: none"> Review entire plan for accuracy. Incorporate lessons learned and changes in 	Annually

Activity	Tasks	Frequency
	policy and philosophy. • Manage distribution.	
Maintain orders of succession and delegations of authority	• Identify current incumbents. • Update rosters and contact information.	Semiannually
Maintain emergency relocation site readiness	• Check all systems. • Verify accessibility. • Cycle supplies and equipment, as necessary.	Monthly
Monitor and maintain vital records management program	• Monitor volume of materials. • Update/remove files.	Ongoing

Appendix A: Authorities and References

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed below.

Federal Guidance

Executive Order 12148–Federal Emergency Management. EO 12148 establishes Federal policies and coordinates civil emergency planning, management, and assistance functions. It also establishes the President’s role in working with State and local governments.

Executive Order 12472–Establishment of the National Communications System. EO 12472 establishes the National Communication Systems as a Federal interDepartment of Mental Retardation group assigned national security and emergency preparedness telecommunications responsibility throughout the full spectrum of emergencies. Responsibilities include planning, developing, and implementing enhancements to the national telecommunications infrastructure to achieve measurable improvements in survivability, interoperability, and operational effectiveness under all conditions. This is accomplished by effective management and by using national telecommunication resources to support the Government during any emergency.

Executive Order 12656–Assignment of Emergency Preparedness Responsibilities. EO 12656 is the foundation of these mandates. It requires Federal agencies to develop plans and procedures that ensure the survival of the U.S. Constitution and American Government by enabling them to continue to provide essential functions and services during and following a disaster or emergency. Executive Order 12656 assigns national security management preparedness responsibilities to Federal departments and agencies.

Presidential Decision Directive 63. PDD–63 is a national-level effort to ensure the security of the increasingly vulnerable and interconnected infrastructure of the United States. It requires departments and agencies to develop a plan for protecting critical infrastructures, including telecommunications, banking and finance, energy, transportation, and other essential functions and services. The directive addresses those services provided by Federal, State, and local governments.

Presidential Decision Directive 67. PDD–67 directs the Federal executive branch departments and agencies to have a viable COOP Plan and capability. Departments and agencies must be able to operate at their alternative facilities with or without warning no longer than 12 hours after the disaster and to maintain sustained operations for a minimum period of up to 30 days. The plans identify those requirements necessary to support the primary functions, such as emergency communications, establishing a chain of command, and delegations of authority.

Executive Order 13228—Establishing the Office of Homeland Security and the Homeland Security Council. EO 13228 establishes the Office of Homeland Security in response to the terrorist attacks on September 11, 2001. Responsibilities of the office include developing and coordinating the implementation of a comprehensive national strategy to secure the United States from terrorist threats or attacks. The office shall coordinate the executive branch’s efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States.

Executive Order 13231—Critical Infrastructure Protection in the Information Age. EO 13231 establishes a protection program that consists of continual efforts to secure information systems for critical infrastructure that includes emergency preparedness communications. To achieve this policy, there will be a senior executive branch committee to coordinate that will have cognizance over all Federal efforts and programs involving continuity of operations, continuity of government, and Federal department and Department of Mental Retardation information systems protection.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Amended (U.S. Code Title 42 Section 5121). This act provides for an orderly and continual means of assistance by the Federal Government to state and local governments for carrying out their responsibilities to alleviate the suffering and damage that result from disasters. 42 USC 5121 encourages the development of comprehensive disaster preparedness and assistance plans, programs, capabilities, and organizations by the States and local governments.

U.S. National Archives & Records Administration (NARA) Code of Federal Regulations. The NARA Code of Federal Regulations (CFR), Subchapter B, Records Management, provides guidance and prescribes policies for records management programs relating to record creation and maintenance, adequate documentation, and proper record disposition.

Homeland Security Presidential Directive–1. The Homeland Security Council (HSC) shall ensure coordination of all homeland security-related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies. The HSC Principals Committee (HSC/PC) shall be the senior interDepartment of Mental Retardation forum under the HSC for homeland security issues. The HSC Deputies Committee (HSC/DC) shall serve as the senior sub-Cabinet interDepartment of Mental Retardation forum for consideration of policy issues affecting homeland security. HSC Policy Coordination Committees (HSC/PCC) shall coordinate the development and implementation of homeland security policies by multiple departments and agencies throughout the Federal Government, and shall coordinate those policies with State and local government.

Homeland Security Presidential Directive–3. The Homeland Security Advisory System provides warnings in the form of a set of graduated “Threat Conditions” that would increase as the risk of the threat increases. At each threat condition, Federal departments and agencies implement a corresponding set of “Protective Measures” to further reduce vulnerability or increase response capability during a period of heightened alert. This system is intended to create a common vocabulary, context, and structure for an ongoing national discussion about the nature of the threats that confront the homeland and the appropriate measures that should be taken in response. It seeks to inform and facilitate decisions appropriate to different levels of government and to private citizens at home and at work.

FEMA Federal Preparedness Circular (FPC) No. 65–Federal Executive Branch Continuity of Operations (COOP). FPC 65 provides guidance to Federal executive branch departments and agencies for developing viable and executable contingency plans for continuity of operations. COOP planning facilitates the performance of department/Department of Mental Retardation essential functions during any emergency or situation that may disrupt normal operations. FPC 65 requires that each Department of Mental Retardation appoint a senior Federal Government

executive as an emergency coordinator to serve as program manager and Department of Mental Retardation point of contact for coordinating Department of Mental Retardation COOP activities. This ensures continuous performance of an Department of Mental Retardation's essential functions during an emergency and protects essential facilities, equipment, records, and other assets. The actions recommended in FPC 65 will reduce disruptions to operations and loss of life, and minimize damage and losses. It achieves a timely and orderly recovery from an emergency and resumption of full service to customers.

Federal Preparedness Circular No. 66–Test, Training and Exercise (TT&E) Program for Continuity of Operations (COOP). FPC 66 provides guidance to Federal executive branch departments and agencies for use in developing viable and executable TT&E programs to support the implementation and validation of COOP plans. These activities are important elements of a comprehensive emergency preparedness program necessary to improve the ability of agencies to effectively manage and execute their COOP plans.

Federal Preparedness Circular No. 67–Acquisition of Alternate Facilities for Continuity of Operations (COOP). FPC 67 provides guidance to Federal executive branch departments and agencies for acquiring alternative facilities to support their COOP. FPC 67 requires agencies to designate alternative operating facilities as part of their COOP plans and prepare their personnel for the possibility of sudden relocation of essential functions or COOP contingency staff to these facilities should an emergency necessitate that action.

Commonwealth of Massachusetts Guidance

Governor's Executive Order No. 144. EO 144 requires all Commonwealth Agencies to prepare for emergencies and disasters, and to provide emergency liaisons to the Massachusetts Emergency Management Department of Mental Retardation for coordinating resources, training, and operations.

Survivable Crisis Management Plan 1994. The Commonwealth of Massachusetts Survivable Crisis Management (SCM) Plan provides the foundation and structural framework for managing the individual capabilities of the different agencies with emergency response and continuity of government responsibilities.

Commonwealth of Massachusetts Chapter 639 of the Acts of 1950, Chapter 33. The legislation provides basic Civil Defense / Emergency Management responsibilities for meeting dangers presented to the Commonwealth and its people by emergencies and disasters. The document directs preparedness efforts related to common defense, protection of the public peace, health, security and safety.

Appendix B: Order of Succession

ORDER OF SUCCESSION

To ensure a rapid and efficient response to an emergency situation requiring the implementation of the Department of Mental Retardation's Continuity of Operations Plan (COOP) the following is the order of succession for the Department of Mental Retardation Commissioner if she is no longer able to carry out his official functions.

ORDER OF SUCCESSION

Pursuant and by virtue of the authority, powers and responsibilities vested in me as the Commissioner by M.G.L. c. 19B, § 2 et seq. as Commissioner of the Massachusetts Department of Mental Retardation, it is hereby ordered that:

In the event of an emergency situation involving my death, disability, illness or other absence from my post of duty, or other emergency situation causing me to be unavailable to carry out the responsibilities of my position as Commissioner of the Massachusetts Department of Mental Retardation, the order of succession to the position of Commissioner of the Massachusetts Department of Mental Retardation shall be as stated below:

Lawrence Tummino, Assistant Commissioner of Field Operations

Address:

Telephone: (508) 947-9162 (H)

Alternate Telephone: 617-875-1610 (C)

VPN: Yes

Email: larrytummino@comcast.net

Assistant Commissioner Tummino shall so serve until such time as I am available to resume the duties of the Commissioner's Office, or until such time as the Governor appoints a successor Commissioner for the Department of Mental Retardation.

Should Assistant Commissioner Tummino be unavailable to serve as Acting Commissioner because of death, disability, illness or other absence from his post of duty, the first available individual, in order from A through G from the list below, will serve as Acting Commissioner until such time as an individual preceding them on the list is able to serve, the Assistant

Commissioner of Field Operations is able to serve, or until I resume the duties of the Commissioner's Office, or until such time as the Governor appoints a successor for the position of Commissioner. Such order of succession is:

A. Diane Enochs, Assistant Commissioner of Facilities Management

Address:

Telephone: (978) 264-4734 (H)

Alternate Telephone: (508) 208-6603 (C)

VPN: Yes

enochs@gis.net

B. Marianne Meacham, General Counsel

Address:

Telephone: 617-625-3392 (H)

Alternate Telephone: 617-875-0756 (C)

VPN: Yes

Email:

C. Janet George, Assistant Commissioner of Policy, Planning, and Children's Services

Address:

Telephone: 781-646-6733 (H)

Alternate Telephone: 781-710-2275 (C)

VPN: Yes

Email: Jgeorge8@hotmail.com

D. Jeanette Maillet, Chief Financial Officer

Address:

Telephone: 508-788-1926 (H)

Alternate Telephone: 508-577-6437 (C)

VPN: No

Email: Jem602@msn.com

Should none of the above referenced individuals be available to serve as Commissioner of the Massachusetts Department of Mental Retardation, the senior most administrator in both time and position of the Department of Mental Retardation shall so assume the duties and responsibilities of the Commissioner until such time as any of the above referenced individuals is available to serve, or until so directed by the Governor.

It is so ordered:

Elin M. Howe
Commissioner

Date

Appendix C: Delegation of Authority

Generally an individual assuming a role as a successor has the authorities attached to the role assumed. These authorities are temporary and last typically no longer than the state of emergency or 30 days after, if the latter is deemed more practical. The actions of a successor under these authorities are not intended to be permanent. That is, personnel actions, contract and other financial actions, and policy and procedural actions are generally intended to be temporary and to last generally no longer than the interval of the emergency and for a suitable post emergency transition.

Nothing in this Appendix limits the Commissioner (or successor) from taking all necessary steps to ensure compliance with statute and regulation, including, potentially, limiting the extent of delegated authority, limiting re-delegation, or requiring consultation and approval prior to a delegated authority taking action (e.g. The Commissioner may require consultation and prior approval of all contract changes exceeding \$25,000 per fiscal year increase).

Category of authority:

Authority to take Personnel Actions

Elin M. Howe, Commissioner

Lawrence Tummino, Assistant Commissioner of Field Operations

Diane Enochs, Assistant Commissioner of Facility Operations

Marianne Meacham, General Counsel

Janet George, Assistant Commissioner of Policy, Planning, and Children's Services

Authority to take Contract Actions

Elin M. Howe, Commissioner

Jeanette Maillet, CFO

Dana Roszkiewicz, Deputy Assistant Commissioner of Management & Finance

Leslie Boretti, Deputy Budget Director

Authority to take other financial actions

Elin M. Howe, Commissioner

Jeanette Maillet, CFO

Leslie Boretti, Deputy Budget Director

Authority to take other actions on behalf of individuals served

Elin M. Howe, Commissioner

Lawrence Tummino, Assistant Commissioner of Facility Operations

Diane Enochs, Assistant Commissioner of Field Operations

Marianne Meacham, General Counsel

Janet George, Assistant Commissioner of Policy, Planning, and Children's Services

Authority to suspend, alter, or to add regulations, policies, procedures

Elin M. Howe, Commissioner

Lawrence Tummino, Assistant Commissioner of Field Operations

Diane Enochs, Assistant Commissioner of Facility Operations

Marianne Meacham, General Counsel

Janet George, Assistant Commissioner of Policy, Planning, and Children's Services

Appendix D: Definitions and Acronyms

The following terms or phrases are found in this document.

Continuity of Operations (COOP) Plan. An action plan that provides for the immediate continuity of essential functions of an organization at an alternative facility for up to 30 days in the event an emergency prevents occupancy of its primary facility..

Emergency Relocation Group (ERG). Predesignated principals and staff who move to a relocation site to continue essential functions in the event that locations are threatened or incapacitated. The ERG comprises Advance Team plus Emergency Personnel.

Emergency Relocation Site (ERS). A remote alternative facility to which the ERG moves to continue essential functions in the event that traditional work sites are incapacitated.

Essential functions. Essential functions are those functions, stated or implied, that are required to be performed by statute or Executive order, or other functions deemed essential by the heads of principal organizational elements (i.e., administrators, office directors, and division directors).

Occupant Emergency Plan (OEP). The OEP provides the response procedures for occupants of a facility in the event a situation poses a threat to the health and safety of personnel, the environment, or property. Such events include a fire, hurricane, criminal attack, or a medical emergency.

Senior COOP Official. Serves as the COOP point of contact. Responsible for coordinating implementation of the COOP Plan; initiating appropriate notifications inside and outside the Department of Mental Retardation during COOP Plan implementation; being the point of contact for all COOP training, testing, and exercising; assisting ERG efforts at the ERS; and initiating recovery of the Department of Mental Retardation as part of reconstitution.

Appendix E: List of Regional, Facility, and Area Offices and Primary Contact Information

DMR CENTRAL/WEST REGION

171 State Avenue

Palmer, MA 01069

(413) 284-1500

Fax: (413) 284-1520

Terry O'Hare, Regional Director (5015)

Linde Skowronek – Adm. Asst. (5002)

Michelle Harris, Community Systems Director (1550)

Laurie Robert, Regional Operations Manager (1560)

Doug McCallum, Director of Family Support (1555)

Director of Community Services

AREA OFFICES – CENTRAL/WEST

DMR - BERKSHIRE

333 East Street, 5th Floor

Pittsfield, MA 01201

(413) 447-7381

Fax: (413) 447-8959

Rick Huntington, Area Director (228)

Dave Daniels, Asst. Area Director (240)

Norma Shammass, Child/Adoles. (241)

**Adams•Alford•Becket•Cheshire•Clarksburg•Dalton•Egremont•Florida•Gr.
Barrington•Hancock•Hinsdale•Lanesboro•Lee•Lenox•Monroe•Mt. Washington•New
Ashford•NewMarlboro•N.Adams•Otis•Peru•Pittsfield•Richmond•Sandisfield•Savoy
Sheffield•Stockbridge•Tyringham•Washington•W. Stockbridge•Williamstown•Windsor**

DMR – FRANKLIN/HAMPSHIRE

One Roundhouse Plaza

Northampton, MA 01060

(413) 586-4948

Fax: (413) 584-0611

[Greenfield: (413) 772-3400]

Bill Zimmer, Area Director (110)

Barbara Morrell, Asst. Area Director (140)

David Chevalier, Child/Adoles. (105)

**Amherst•Ashfield•Athol•Bernardton•Buckland•Charlemont•Chesterfield•Colrain•Conway
Cummington•Deerfield•Easthampton•Erving•Gill•Goshen•Greenfield•Hadley•Hatfield**

Hawley•Heath•Leverett•Leyden•Middlefield•Millers' Falls•Montague•NewSalem

Northampton•Northfield•Orange•Pelham•Petersham•Phillipston•Plainfield•Rowe

Royalston•Shelburne•Shutesbury•Sunderland•Turner's Fall•Warwick

Wendell•Westhampton•Whately•Williamsburg•Worthington

DMR Central/West – continued

AREA OFFICES – CENTRAL/WEST REGION

DMR – HOLYOKE/CHICOPEE

88 Front Street, 1st Floor

Holyoke, MA 01040

(413) 535-1022

Fax: (413) 539-6546

Robin Harmatz, Area Director (101)

Barbara Larkin, Asst. Area Director (125)

Joanne Vye, Child/Adoles. (118)

**Belchertown•Chicopee•Granby•Holyoke•Ludlow•Monson•Palmer•South
Hadley•Southampton•Ware**

DMR - WORCESTER

40 Southbridge St., #200

Worcester, MA 01608

(508) 792-7545

Fax: (508) 792-2223

Peter Trayers, Area Director (131)

Steve Meredith, Asst. Area Director (120)

Mary Johnson, Child/Adoles. (126)

**Auburn•Boylston•Cherryvalley•Holden•Jefferson•Leicester•Paxton•Rochdale
Shrewsbury•West Boylston•Worcester**

DMR Central/West – continued

AREA OFFICES – CENTRAL/WEST REGION

DMR – NORTH CENTRAL

435 Main Street

Fitchburg, MA 01420

(978) 342-2140

Fax: (978) 342-3313

Donna Boucher, Area Director (307)

Cora Butler-Jones, Asst. Area Director (305)

JoAnne Bayliss, Child/Adoles. (308)

Ashburnham•Ashby•Ayer•Baldwinville•Barre•Berlin•Bolton•Clinton•East Princeton•East Templeton•Fitchburg•Gilbertville•Gardner•Groton•Hardwick•HarvardHubbardston

Lancaster•Leominster•Linwood•Lunenburg•New Braintree•Oakham•Pepperell

Princeton•Rutland•Shirley•South Barre•South Lancaster• Sterling•Still River

Templeton•Townsend•West Groton•Westminster•West Townsend•Winchedon

DMR – SPRINGFIELD/WESTFIELD AREA

436 Dwight St., Suite 205

Springfield, MA 01103

(413) 784-1339

(800) 370-8525

Fax: (413) 784-1355

Christine Lynch, Acting Area Director (165)

Daniel Lunden Asst. Area Director (156)

Mili Santiago, Child/Adoles. (116)

Cindy Balboni, Child/Adoles. (129)

**Agawam•Blandford•Chester•East Longmeadow•Granville•Hampden•Huntington
Longmeadow•Montgomery•Russell•Southwick•Springfield•Tolland•West
Springfield•Westfield•Wilbraham**

DMR – SOUTH VALLEY AREA/SOUTHBRIDGE OFFICE

79 North Street

Suite #2

Southbridge, MA 01550

(508) 764-5304

Fax: (508) 764-0756

Sally Mueller, Area Director (103)

Lynda Moore, Assistant Area Director (104)

Lidia De La Cruz, Child/Adoles. (118)

**Brimfield•Brookfield•Charlton•Dudley•East Brookfield•Holland•North Brookfield
Oxford•Southbridge•Spencer•Sturbridge•Wales•Warren•Webster•West Brookfield**

DMR – SOUTH VALLEY AREA/MILFORD OFFICE

194 West Street #9

Milford, MA 01757

(508) 792-7749

Fax: (508) 792-7358

Sally Mueller, Area Director (119)

Lynda Moore, Assistant Area Director (104)

Amy Boone, Child/Adoles. (112)

Bellingham•Blackstone•Douglas•East Douglas•Franklin•Grafton•Hopedale•Medway

Mendon•Milford•Millbury•Millville•Northbridge•Sutton•Upton•Uxbridge•Whitinsville

DMR NORTHEAST REGION

Hogan Regional Center

PO Box A

Hawthorne, MA 01937

(978) 774-5000

Fax: (978) 739-0417

Amanda Chalmers, Regional Director (559)

Kathy Pearson – Adm. Asst. (545)

Mark Wolfe Community Systems Director (548)

Donald Zabriskie, Regional Operations Manager (530)

Amy Nazaire, Director of Family Support (386)

AREA OFFICES - NORTHEASTERN MASS.

DMR - Lowell

325 Chelmsford Street

Lowell, MA 01851

(978) 322-4300

Fax: (978) 970-0468

Alfred Nazzaro, Area Director (4338)

Rick Kalish, Asst. Area Director (4309)

Michele Scott, Child/Adoles. (4341)

Billerica•Chelmsford•Dracut•Dunstable•Lowell•Tewksbury•Tyngsboro•Westford

DMR - MERRIMACK

200 Main Street

Haverhill, MA 01830

(978) 521-9432

Fax: (978) 521-9439

Edward Fitzgerald, Area Director (324)

Ken Moran, Asst. Area Director (322)

Menorca Callazo, Child/Adoles. (352)

Amesbury•Andover•Boxford•Georgetown•Groveland•Haverhill•Lawrence•Merrimac

Methuen•Newbury•Newburyport•North Andover•Rowley•Salisbury•West Newbury

DMR – METRO NORTH

27 Water Street

Wakefield, MA 01880

(781) 338-2300

Fax: (781) 338-2302

Dan Lincoln, Area Director (342)

Bruce Turransky, Asst. Area Director (343)

Dorrie Freedman, Child/Adoles. (325)

**Everett•Lynnfield•Malden•Medford•Melrose•North Reading•Reading•Saugus
Stoneham•Wakefield**

DMR – CENTRAL MIDDLESEX

20 Academy Street - Ste 302

Arlington, MA 02174

(781) 646-5500

Fax: (781) 646-5588

Mary Beth Coyne, Area Director (308)

Kevin McDonough, Asst. Area Director (333)

Susan Amirault, Child/Adoles (316)

**Acton•Arlington•Bedford•Boxboro•Burlington Carlisle•Concord•Lexington•Lincoln
Littleton•Maynard•Stow•Wilmington Winchester•Woburn**

DMR – NORTH SHORE

100 Cummings Center

Suite 150 B

181 Eliot St.

Beverly, MA 01915

(978) 927-2727

Fax: (978) 927-9182

Kelly Lawless, Area Director (107)

Scott Kluge, Asst. Area Director (106)

Marcel Charpentier, Child/Adoles. (104)

**Beverly•Danvers•Essex•Gloucester•Hamilton•Hawthorne•Ipswich•Lynn•Manchester
Marblehead•Middleton•Nahant•Peabody•Rockport Salem• South Hamilton•Swampscott
Topsfield•Wenham•Westlynn**

DMR - SOUTHEAST REGION

68 North Main Street

Carver, MA 02330

(508) 866-5000

Fax: (617) 727-7822

Richard O'Meara, Regional Director (315)

Jennifer Bruce, Adm. Asst. (314)

Mark Sanderson Community Systems Director (313)

Dennis Looney, Regional Operations Manager (355)

Elizabeth Moran-Liuzzo, Director of Family Support (350)

AREA OFFICES - SOUTHEASTERN MASS

DMR - BROCKTON

500 Belmont Street, Suite 100

Brockton, MA 02301

(508) 427-5731

Fax: (508) 427-8525

Judith Berry Williams, Area Director (308)

Bruce Zeigler, Asst. Area Director (349)

Paulette Flynn, Child/Adoles. (326)

**Abington•Avon•Bridgewater•Brockton•East Bridgewater•Easton•Holbrook•Rockland
Stoughton•West Bridgewater•Whitman**

DMR – CAPE COD/ISLANDS

270 Communication Way, Bldg. 5

Hyannis, MA 02601

(508) 771-2595

Fax: (508) 778-6504

Ernie Messmer, Area Director (318)

Jeanne Brown, Asst. Area Director (331)

Jennifer Jensen, Child/Adoles. (313)

**Barnstable•Bourne•Brewster•Chatham•Chilmark•Dennis•Eastham•Edgartown
Falmouth•Gay Head•Harwich•Hyannis•Mashpee•Nantucket•Oak Bluffs•Orleans
Provincetown•Sandwich•Tisbury•Truro•Wellfleet•West Tisbury•Yarmouth**

DMR – FALL RIVER

305 Pleasant Street

Fall River, MA 02721

(508) 730-1209

Fax: (508) 730-2035

Randy Webster, Area Director (331)

Bob Hebda, Asst. Area Director (332)

Karol Roberts, Child/Adoles. (326)

Assonet•Fall River•Freetown•Somerset•Swansea•Westport

DMR – NEW BEDFORD

908 Purchase St.

New Bedford, MA 02740

(508) 992-1848

Fax: (508) 999-7552

Philip Tully, Area Director (308)

Barbara Alves, Asst. Area Director (304)

Doreen Rasteiro, Child/Adoles. (306)

Acushnet•Dartmouth•Fairhaven•Gosnold•Marion•Mattapoisett•New Bedford

Rochester•Wareham

DMR - PLYMOUTH

61 Industrial Park Road, 2nd Floor

Plymouth, MA 02360

(508) 732-3100

Fax: (508) 747-3616

Cynthia Miller, Area Director (ext. 3030) or

Direct line (508) 732-3138

Michael Swanson, Child/Adoles. (ext. 3010) or

Direct line (508) 732-3117

**Carver•Duxbury•Halifax•Hanover•Hanson•Kingston•Marshfield•Pembroke•Plymouth
Plympton**

DMR – SOUTH COASTAL

1221 Main Street

So. Weymouth, MA 02190

(781) 337-2165

Fax: (781) 337-2179

Karyn Dion, Area Director (322)

Colleen Mulligan, Asst. Area Director (340)

Paulette Watson, Child/Adoles (309)

**Braintree•Cohasset•Hingham•Hull•Milton•Norwell•Quincy•Randolph•Scituate
Weymouth**

DMR – TAUNTON/ATTLEBORO

21 Spring Street

Taunton, MA 02780

(508) 824-0614

Fax: (508) 824-9451

Barbara Curley, Area Director (322)

Joanne Stevenson, Child/Adoles. (313)

**Attleboro•Berkley•Dighton•Lakeville•Mansfield•Middleboro•North Attleboro
Norton•Raynham•Rehoboth•Seekonk•Taunton**

DMR METRO REGION

Fernald Center/North Nurses

200 Trapelo Road

Waltham, MA 02452

(781) 894-3600

Fax: (781) 314-7579

Gail Gillespie, Regional Director (501)

Olga Page, Adm. Asst. (525)

Roberta Lewonis, Community Systems Director (547)

Bill Serino, Regional Operations Manager (520)

Vacant, Ph.D., Director of Family Support (532)

AREA OFFICES - METRO REGION

DMR – GREATER BOSTON

65 Sprague Street

Hyde Park, MA 02136

(617) 360-2400

Fax: (617) 360-2498 & 2499

Kathleen Catano, Area Director (2401)

David Kent, Asst. Area Director (2403)

Cherie Knudson, Deputy Area Director (2412)

Pat Mascelluti, Child/Adoles. (2442)

Allston•Beacon Hill• Boston•Brighton•Brookline•Charlestown•Chelsea

Chinatown•Dorchester•Downtown Crossing• East Boston•Hyde Park• Jamaica

Plain•Mattapan•North Dorchester•North End•Revere•Roslindale•Roxbury

South Boston•South End•West Roxbury•Winthrop

DMR – CHARLES RIVER WEST

255 Elm Street - Ste. 205

Somerville, MA 02144

(617) 623-5950

Fax: (617) 623-1888

Joan Thompson, Area Director (216)

Jeff Wallach, Asst. Area Director (222)

Susan Spector, Child/Adoles. (226)

Belmont•Cambridge•Somerville•Waltham•Watertown

DMR – NEWTON/SOUTH NORFOLK

125 West Street

Walpole, MA 02081

(508) 668-3679

Fax: (508) 668-1590

Mary Barry, Area Director (136)

Marjorie Dusseault, Asst. Area Director (105)

Beth Bogus, Acting Child/Adoles. (113)

**Canton•Dedham•Foxboro•Medfield•Millis•Needham•Newton•Norfolk•Norwood
Plainville•Sharon•Walpole•Wellesley•Weston•Westwood•Wrentham**

DMR – MIDDLESEX WEST

46 Park Street

Framingham, MA 01702

(508) 879-1111

Fax: (508) 879-1818

Margaret Gray, Area Director (102)

Nancy Dumart, Asst. Area Director (115)

Deb Foster-Smith, Child/Adoles. (112)

**Ashland•Dover•Framingham•Holliston•Hopkinton•Hudson•Marlboro•Natick
Northborough•Sherborn•Southborough•Sudbury•Wayland•Westboro**

DMR FACILITIES LISTING

Diane Enochs

Assistant Commissioner for Facilities Management

Fernald Developmental Center

200 Trapelo Road

Waltham, MA 02154

(781) 314-7570

Fax: (781) 314-7572

Charles Feula, Fiscal Manager (781) 314-7574 or (508) 845-9111 Ext. 111

Christine Oliveira, Deputy Assistant Commissioner (781) 314-7573

Laurie Fournier, Administrative Assistant (781) 314-7571

FERNALD DEVELOPMENTAL CENTER

200 Trapelo Road

Waltham, MA 02154

(781) 894-3600

Fax: (781) 398-0305

Linda Montminy, Facility Director, Ext. 2100

Gail Lawrence, Deputy Facility Director, Ext. 2438

Donna Proia, Administrative Assistant, Ext. 2131

MONSON DEVELOPMENTAL CENTER

175 State Avenue

Palmer, MA 01069

(413) 283-3411

(413) 784-1822

Fax: (413) 283-4632

Jane Arthur, Facility Director, Ext. 273

Norma Chartier, Administrative Assistant, Ext. 272

GLAVIN REGIONAL CENTER

214 Lake Street

Shrewsbury, MA 01545

(508) 845-9111

Fax: (508) 792-7452

Alfred Bacotti, Ph.D., Facility Director, Ext. 221

Janine Joseph, Assistant Facility Director, Ext. 239

Bob Johnson, Assistant Facility Director, Ext. 444

Karyn Liberty, Administrative Assistant, Ext. 104

TEMPLETON DEVELOPMENTAL CENTER

212 Freight Shed Road

Baldwinville, MA 01436

(978) 939-2161

Fax: (978) 939-8731

Patricia Lyons, Facility Director, Ext. 2201

Andrew Cousins, Assistant Facility Director, Ext. 2209

Jacqueline Johnson, Administrative Assistant, Ext. 2200

HOGAN REGIONAL CENTER

P.O. Box A

Hathorne, MA 01937

(978) 774-5000

Fax: (978) 739-0417

Linda Montminy, Facility Director, Ext. 556

Rosemary Bevins, Deputy Facility Director, Ext. 504

WRENTHAM DEVELOPMENTAL CENTER

P.O. Box 144

Emerald Street

Wrentham, MA 02093

(508) 384-3114

Fax: (508) 384-1619

Nicholas D'Aluisio, Facility Director

(508) 384-1601

Brian Sullivan, Assistant Facility Director in Administration (508) 384-1603

Cindy Shepherd, Assistant Facility Director-Program Services (508) 384-1605

Mary Konosky, Administrative Assistant

(508) 384-1602

Appendix F: Central Office COOP Planning Team/Executive Management Group

Elin M. Howe, Commissioner

Lawrence Tummino, Assistant Commissioner of Field Operations

Diane Enochs, Assistant Commissioner of Facility Management

Marianne Meacham, General Counsel

Janet George, Assistant Commissioner of Policy, Planning, and Children's Services

Jeanette Maillet, Chief Financial Officer

Gail Grossman, Assistant Commissioner of Quality Management

Margaret Chow-Menzer, Assistant Commissioner of Systems Integration Management

Appendix G: Essential Functions for Central Office

Priority	Essential Function	Lead	Number of Personnel	Equipment & Supplies	Vital Records & Databases
1	MANAGEMENT/LEADERSHIP – provide direction, control and coordination to maintain residential, day, transportation clinical, family support and individual support services for all providers, state-ops and facilities before, during and after event at the regional and area levels				
2	PAYROLL – Provide continued payroll processing, time and attendance reporting, verification and approval.				
3	MIS/ IT – Maintain operability of the target IT systems and applications. Regional and area offices set-up and maintain IT systems at an alternate site during an emergency if needed.				
4	ACCOUNTS PAYABLE – develop and maintain a system to ensure tracking and timely payment for commodities and services purchased to ensure health and safety of individuals served and those goods and services needed to respond to the emergency. Maintain records for recovery of funds through disaster relief efforts.				
5	RISK MANAGEMENT – maintain a proactive plan for implementing safeguards in the event of relocation of individuals with risk plans, redeployment of staff and/ or reduction in trained staff, On-going analysis of risk as conditions change throughout the event.				

Appendix H: DMR Specific Contact List

Elin M. Howe, Commissioner

Lawrence Tummino, Assistant Commissioner of Field Operations

Diane Enochs, Assistant Commissioner of Facility Management

Marianne Meacham, General Counsel

Janet George, Assistant Commissioner of Policy, Planning, and Children's Services

Jeanette Maillet, Chief Financial Officer

Gail Grossman, Assistant Commissioner of Quality Management

Margaret Chow-Menzer, Assistant Commissioner of Systems Integration Management

Appendix I: DMR Emergency Telephone Directory

Executive Management Group

Elin M. Howe, Commissioner - (617) 624-7723

Lawrence Tummino, Assistant Commissioner of Field Operations - (617) 624-7711

Diane Enochs, Assistant Commissioner of Facility Management – (781) 314-7570

Marianne Meacham, General Counsel – (617) 624-7701

Janet George, Assistant Commissioner of Policy, Planning, and Children’s Services – (617) 624-7766

Jeanette Maillet, Chief Financial Officer – (617) 624-7814

Gail Grossman, Assistant Commissioner of Quality Management – (617) 624-7779

Margaret Chow-Menzer, Assistant Commissioner of Systems Integration Management – (617) 624-7703

Regional Directors

Teresa O’Hare – (413) 284-5015

Amanda Chalmers – (978) 774-5000 ext. 559

Gail Gillespie – (781) 314-7501

Richard O’Meara – (508) 866-5000 ext. 315

Area Directors

Central/West

Berkshire - Rick Huntington – (413) 447-7381 ext. 228

Franklin/Hampshire – Bill Zimmer – (413) 586-4948 ext.110

Holyoke/Chicopee – Robin Harmatz – (413) 535-1022 ext. 101

Worcester – Peter Trayers – (508) 792-7545 ext. 131

North Central – Donna Boucher – (978) 342-2140 ext. 307

Springfield/Westfield – Christine Lynch – (413) 784-1339 ext. 165

South Valley/Southbridge – Sally Mueller – (508) 764-5304 ext. 103

South Valley/Milford – Sally Mueller – (508) 792-7749 ext. 119

Northeast

Lowell – Alfred Nazzaro – (978) 322-4300 ext. 4338

Merrimack – Edward Fitzgerald – (978) 521-9432 ext. 324

Metro North – Dan Lincoln – (781) 338-2300 ext. 342

Central Middlesex – Mary Beth Coyne – (781) 646-5500 ext. 308

North Shore – Kelly Lawless – (978) 927-2727 ext. 107

Southeast

Brockton – Judith Berry Williams – (508) 427-5731 ext. 308

Cape Cod/Islands – Ernie Messmer – (508) 771-2595 ext. 318

Fall River – Randy Webster – (508) 730-1209 ext. 331

New Bedford – Philip Tully – (508) 992-1848 ext. 308

Plymouth – Cynthia Miller – (508) 732-3100 ext. 3030

South Coastal – Karyn Dion - (781) 337-2179 ext. 322

Taunton/Attleboro – Barbara Curley – (508) 824-0614 ext. 322

Facility Directors

Monson Developmental Center - Jane Arthur – (413) 283-3411 ext. 273

Glavin Regional Center - Alfred Bacotti, Ph.D. – (508) 845-9111 ext. 221

Wrentham Developmental Center - Nicholas D’Aluisio – (508) 384-1601

Templeton Developmental Center - Patricia Lyons – (978) 939-2161

Fernald Developmental Center - Linda Montminy – (781) 894-3600 ext. 2100

Hogan Regional Center – Linda Montminy – (978) 774-5000 ext. 556

State-Operated Program Directors

Commonwealth Community Services - Terry Blanchard - (413) 586-7424

Central Residential Services - Jan Rusiecki – (508) 845-9111 ext. 453

Northeast Residential Services - Jane Ryder – (978) 774-5000

Metro Residential Services - Kellie Ward – (781) 894-3600 ext. 2622

Southeast Residential Services - Jackie Winslow – (508) 730-1209 ext. 355

Appendix J: Process for Notification of Activation

